

WORKFORCE INVESTMENT ACT

PROGRAM YEAR 2000

GOVERNOR'S COUNCIL ON
WORKFORCE INVESTMENT

WISCONSIN DEPARTMENT OF
WORKFORCE DEVELOPMENT



Scott McCallum
Governor

J. Michael Borden
Chairman

Ron Hunt, Senior Department Liaison
201 E. Washington Avenue, Rm. A200
P.O. Box 7972
Madison, Wisconsin 53707-7972
Telephone: (608) 266-2687
Fax: (608) 267-2392
Web site: <http://www.wi-cwi.org>

State of Wisconsin
COUNCIL ON WORKFORCE INVESTMENT

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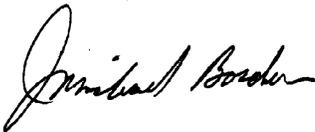
I am pleased to present the first Wisconsin Workforce Investment Act Annual Report.

The motto of the State of Wisconsin is "Forward." We have used the first year of WIA to move forward -- to complete the transition from JTPA to WIA, to build state and local partnerships across programs, to find better ways to better serve our employer and job seeker customers.

At the beginning of the program year, Wisconsin, like most other states, looked over a booming economy and saw great opportunities to expand and improve our workforce. By June 30 of this year, we were already experiencing a slowing economy in the state. And this was before the events of September 11 caused even more economic turmoil across the country.

As we publish this report which looks back over our accomplishments of the past year, we will use what we have learned to meet the challenges of the future.

Sincerely,



Chairman
Council on Workforce Investment



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This report covers the first full year of the Workforce Investment Act in Wisconsin - July 1 2000 through June 30 2001. At the beginning of the program year, Wisconsin, like most other states, looked over a booming economy and saw great opportunities to expand and improve our workforce. By the end of the year on June 30, the economy was slowing and job losses were increasing.

These changes will bring about greater challenges in the coming year and likely years to come. We will use the progress and growth we have made to refocus our efforts to meet the new demands on services. While this past year officially completed our transition from JTPA to WIA, more work needs to be done to reach the goal of an integrated workforce development system in Wisconsin.

In this past year, Wisconsin, like many states, had to deal with two seemingly contradictory truths. People were being laid off or unable to find jobs, while at the same time, many of our industries faces labor shortages. These truths require even greater cooperation among WIA partners and the private sector both at the state and local levels to meet employer needs and help workers find productive and self-sustaining jobs.

Wisconsin's Labor Market

Over the past several months, there has been considerable deterioration in Wisconsin's labor market, with the unemployment rate increasing from 2.9 percent to 3.4 percent. In February 2001, the State experienced a 5.1 percent unemployment rate, the first time Wisconsin had a rate above five percent since June 1994. The annual rate for 2001 will likely be something above 4.3 percent, compared to 3.5 percent in 2000, 3.0 percent in 1999, and 3.4 percent in 1998.

Wisconsin's labor market economy continues to be very strong in the manufacturing sector. Wisconsin workers find around 22 percent of their jobs in manufacturing, compared to a national average of around 16 percent. In 2000, the average monthly number of jobs in the manufacturing sector was 616,600, reaching a high mark of just under 626,000 in August. Now that total had dropped to 597,400, a loss of 27,000 jobs. Layoffs have occurred throughout the state, particularly in labor markets with strong durable goods manufacturing. Thus, communities in southeastern Wisconsin are the hardest hit by the slowing economy. This slowing economy has amplified the need for employment and training related services.

In spite of this national/state slowdown, Wisconsin continues to experience an overall worker shortage. Some businesses think that the worker shortage has passed, based on their current economic condition. However, businesses across many sectors -- manufacturing, health care, retail and many other sectors, continue to experience very tight labor markets.

It is very likely that Wisconsin will see further deterioration in its labor market over the next five months. This will merely detract from the real problem, however. To a very great extent, this slowdown in the state's economy could not come at a more unfortunate time. It will and has given a false sense of security to business and political leaders at the very time when the worker shortage problem will begin escalating.

Businesses continue to see the labor shortage in the context of an economic equation, but it is a demographic, not an economic problem.

And it will be a full-scale policy problem for Wisconsin in four years. The first born of the baby boom population is now reaching age 55. Retirement is looming for this gigantic population cohort. Within the next ten years, retirements in Wisconsin will begin increasing by several thousand per year. At the same time, new entrants into the labor market, the youth, will begin decreasing.

Council on Workforce Investment

The Council on Workforce Investment was created by a Governor's Executive Order in April of 1999, with the 41 members selected over the next several months. The CWI includes people who served on the former JTPA council as well as a number of new members. As vacancies occur, nominations are being sought from the local workforce development boards to better coordinate state and local activities. Private sector members range from leaders in manufacturing, printing, financial and retail sectors, to the owner of a new small consulting business. The Council meets on a quarterly basis and tries to hold meetings around the state to enhance information sharing and improve council knowledge of local programs and needs.

The Council has established the following vision for Wisconsin's workforce investment system:

- “The Wisconsin workplace embraces continued learning, reflects the diversity of its citizens, and supports a globally competitive economy.
- Businesses will be able to access a plentiful and fully prepared workforce that will allow them to grow and prosper in the present and future global economy.
- Workers will be able to access high quality, integrated education and workforce services and jobs that they need to become productive adults.
- Economic development efforts will be targeted at high-wage, growing occupations and industries to help prevent “brain drain,” support a strong global economy and ensure that Wisconsin Workers will be able to prosper and raise their families in Wisconsin.”

During the year, the CWI and its committees addressed this vision through data collection, meetings with executive and legislative branch officials, correspondence, and other activities. Efforts are currently underway to restructure the Committee functions and to bring in new members who have local workforce knowledge and perspective as vacancies occur. Both moves should strengthen the Council's ability to have strong state - local connections.

The Council used state set aside funds for grants to improve coordination and fully develop comprehensive one-stop centers across the state, to support quicker implementation of information technology projects and to provide additional funding to the dislocated worker program.

Dislocated Workers

\$1,640,000 was utilized to provide additional resources to four WDAs whose local funds were insufficient to meet the needs of dislocated workers in their area. This included two start-up grants of up to \$25,000 to initiate services immediately as well as four complete applications to continue services to specific dislocated worker populations.

Four applications submitted by WDAs were reviewed by staff of DWD and then presented to the Dislocated Worker Committee of the Council on Workforce Investment for their approval. Applications for National Emergency Grants funds were submitted when additional resources were needed.

G*STARS

WIA implementation required the replacement of automated systems, which serve our Job Centers and field staff. The finalization of the data elements and reports needed by USDOL is still in progress, however, sufficient detail became available in the last twelve months to allow Wisconsin to upgrade the current system to meet federal interim data standards.

G*STARS (Government Services Tracking And Reporting System), is a Web-based client tracking and case management software system. The system is intended to provide comprehensive data collection, customer common intake, WIA Title 1 data collection and reports and a compliant JTPA replacement.

G*STARS goes beyond mere data collection and reporting. The system will have participant demographics, test results, service tracking and case management capability. Concurrent with this effort is the opportunity to incorporate the client registration and tracking into the new WIA system.

As of July 2, 2001 the implemented system does the following:

- Capture initial registration data as input into Job Center touchscreen JobNet workstations.
- Record required data elements from touchscreen registration and automated data exchange with other State system(s) to meet Wagner-Peyser reporting requirements
- Allow staff input to record data elements for enrollment into WIA Title 1 (Youth, Adult and Dislocated Worker)
- Allow staff input to record data elements reflecting WIA staff assisted and intensive services

The system will provide all required Federal WIA reports. Programming of required Wagner-Peyser reports will begin as soon as final DOL specifications are received. An “ad hoc” report capability for both Statewide and local reporting (pre-defined reports similar to the current system) will be programmed and made available during the second quarter of the program year. The “provider catalogue” function of the system will be available to both staff and providers for data input beginning in the second quarter of the program year.

WJOS

The Wisconsin Job Order System (WJOS) was developed to provide employers and Job Center staff with the capability to enter and maintain job orders. It is an internet-based system that is accessible to anyone via a network or Internet Service Provider.

Jobs entered in WJOS are attached to the employer records already resident on the Department's Employer Record System database, and are accessible to job seekers through the Department's JobNet system. The system was implemented on July 1, 2001 and replaced a mainframe system in place statewide since 1980. It uses current technology to support both the employer and job seeker sides of the labor exchange in Wisconsin

Strategies for Improvement

To advance the Council vision noted above, Wisconsin focused PY 2000 improvement strategies on coordination and management of the workforce development system. These efforts were intended to build a solid foundation for continuous improvements that will lead to program- and system-level performance excellence.

One Stop Coordination and Service Delivery System Improvements

The CWI approved and the department distributed \$660,000 in state set aside funds to local Workforce Development Boards (WDBs) to improve coordination and fully develop comprehensive one-stop centers across the state. Workforce Development areas were required to submit plans that addressed the following elements to ensure the continuous improvement of Wisconsin's existing Job Center system:

- Refine the number of locations/sites
- Identify the partners currently present or missing
- Identify the partner services present or missing
- Identify the actions and resources required to enable the sites to meet the full objectives of a "comprehensive" one-stop center site
- Identify the timetable for achieving the full objectives.

Funds could also be used facilitate development and improvements in two other key areas.

- Regional planning efforts including coordination of employer and job seeker services across WDAs, creation of specialized services, and creation of Memorandum of Understanding between WDBs to address common needs.
- Communications, continuous improvement and marketing efforts including communication of information to job center staff and partners to promote coordination, job center continuous improvement strategies, and marketing of job centers to employers, job seekers and the community.

All eleven WDBs received these funds, are continuing to implement plans developed to receive the funds, and will assess and report on accomplishments by August 30, 2002.

≡ **Baldrige-based Performance Excellence Management**

As a first step toward implementation of goals outlined in its 2000-2004 State WIA Plan, Wisconsin has initiated efforts to integrate Baldrige-based continuous improvement and performance excellence management principles throughout its workforce development system. Recognizing that most decision makers and professionals within the state and local workforce development system have little direct experience with Baldrige-based performance excellence principles and practices, Wisconsin's initial efforts have focused on building a common vision and understanding of the framework for performance excellence management, and how the Baldrige system can be used as a tool for continuously improving the workforce development system as a whole.

A state-local workgroup composed of DWS, WDB, and Job Center staff was formed in spring 2001 to develop a broad vision and goals for the state's continuous improvement strategy. This group developed this vision statement for the state's continuous improvement efforts:

Wisconsin will have high-performance workforce development system across the state, including centers of excellence in delivery of workforce development services to job seekers, employers and communities.

Goals and objectives to direct efforts toward this vision focus on three broad areas.

- Educational efforts directed to state and local workforce investment system leaders and staff.
- Implementation and assessment (self and external) of achievements in Baldrige-based continuous improvement and performance excellence management practices through Wisconsin's Baldrige-based Wisconsin Forward Award (WFA) and the national Workforce Excellence Network (WEN).
- Incorporation of Baldrige-based continuous improvement efforts into Wisconsin's workforce development performance accountability system. This goal focuses on moving performance measurement beyond program silos (e.g., WIA performance standards), to capacity to measure workforce investment system achievements (e.g., overall Job Center performance).

Wisconsin has focused its initial efforts on educating the workforce development system and establishing a foundation for future implementation of Baldrige-based continuous improvement. The following are the key activities completed or initiated in PY 2000.

- The April 2001, a Job Center Round Table included a focus on Baldrige-based continuous improvement and was used as a vehicle to launch discussion about the continuous improvement strategy. It included a Wisconsin business leader who is a Baldrige Alumni Examiner and Board member of WFA as keynote speaker, a workshop on the Baldrige Criteria, and a Job Center managers discussion on implementing Baldrige in a One-Stop Center. Approximately 150 individuals participated in this event.

- Participation of 11 members of the CWI and WDBs in a June 2001 training session on the Baldrige Criteria conducted by the WFA, with registration fees paid by the department. This was intended to begin developing the expertise needed to champion Baldrige-based continuous improvement among leaders in Wisconsin's state and local workforce development system.
- Planning of a state and local board member Leadership Training in partnership with the National Leadership Training Institute. This training, delivered in October 2001, incorporated Baldrige leadership principles.
- Planning of a regional conference on "Leading the Way to Excellence" in partnership with DOL/ETA Region V, Workforce Excellence Network, Midwest Workforce Institute, and National Leadership Institute. This conference, held in October 2001, was planned as the major "kick-off" for implementing Baldrige-based continuous improvement in Wisconsin and focused entirely on principles and best practices in implementing Baldrige-based performance excellence management.

Cooperation and Collaboration

One of the main purposes of WIA was to increase interaction and cooperation among the many programs and entities involved in employment and training programs. Wisconsin took a number of actions in support of this purpose.

- The Department of Workforce Development includes a number of WIA programs -- TANF, Wagner-Peyser, WIA, Unemployment Insurance and Vocational Rehabilitation. Because they are located in three divisions, an Interdivisional Collaborating Team (ICT) was formed to maintain communications and share ideas across the programs. During the year, the ICT held its second statewide training sessions for department staff who serve on local workforce development boards as members or as liaisons who provide specialized support such as labor market information.
- The Department of Workforce Development continued to strive to better focus on the workforce needs of the state. The major initiative that reinforced this effort was the creation of a new Division of Workforce Solutions that combined the DOL and DHHS - TANF programs of the department into a single division with a "work" focus. The three major goals of the department this year have been: take the state TANF program to the next level, expand workforce involvement of people with disabilities, and work with others to meet Wisconsin's workforce needs.
- The Department granted \$15,000 to the Wisconsin Association of Job Training Executives (directors of WDBs) for specialized training, technical assistance, capacity building and delivery system development. Goals included enhancing private sector participation., improving administrative and management systems, and improving coordination of services and resources

- Department and CWI members participated in the first University of Wisconsin Economic Summit, a gathering of government and private sector representatives to identify workforce strategies and initiatives to meet the state's workforce and economic needs. The second summit will be held in late fall 2001.
- Department staff and workforce development board representatives participated in or made presentations to a special Legislative Committee on the state's labor shortage issues. Several proposals were introduced as legislation or suggested for inclusion in the state biennial budget.
- The Department contracted with a workforce development board director to provide an assessment of the Department's practices in monitoring and overseeing WDB performance in order to get a Board perspective.
- The Department also commissioned a former local elected official to begin an assessment of the current status of the state's Job Center network. More information on this activity is located under "Research and Assessment Project."
- The Department continued to take a lead role in the development and presentation of the annual Governor's Employment and Training Conference which this year was attended by over 900 workforce professionals around the state.
- Resources were continued to the Wisconsin Counties Association (WCA) for to provide support and training to Local Elected Officials in their role in WIA.
- The Counties Association and WAJTE formed the Wisconsin Workforce Development Association - a representative body of LEOs, WDB Chairs and WDB Directors whose mission is to promote workforce development within the state. Joint dialogues between the CWI Chair and the WWDA have been established to support state and local connections.

≡ **State Program Development**

Both state-developed and local projects were undertaken during the year to meet the needs of particular populations or areas of the state. The following programs designed to prepare and enhance the workforce and improve staff services, were developed at the state level and offered to local areas for implementation:

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“Get Checking” is a program aimed to get families back into the economic mainstream by providing education and training on how to budget and manage a checking account for those who have been denied access to a bank account because of past behaviors or have never had an account. Upon successful completion of the training, participants receive a certificate that they can take to a “Get Checking” partner bank and open up an account. They also receive a positive notation on their "ChexSystems" report.

Access to the economic mainstream is paramount to building assets and becoming self-sufficient. "Sub-prime" financial services (check cashing stores, rent-to-own, payday or title loan stores, et al) are expensive but often the only alternative for some people. In addition, those receiving federal or state issued payments can now take advantage of receiving their funds via electronic funds transfer, saving state and federal programs the cost of writing and mailing checks. "Get Checking" is currently serving Milwaukee County and plans to expand to seven additional Wisconsin cities with high concentrations of low-income families.

Attract, Retain & Train the Right People (A.R.T.) is specifically designed for an increasingly diverse 21st century workplace. It provides the tools, techniques and strategies to substantially improve job retention, reduce recruitment costs, and increase employee productivity and satisfaction which results in increased profits for businesses. The A.R.T. program is currently being taught at 15 technical college campuses with over 1,200 business people attending the modular courses between July, 2000 and June, 2001. The Department of Workforce Development provides the curriculum and technical support with the colleges.

30 Ways to Shine as a New Employee is a work-based skill development program designed for new employees to increase job retention by promoting adaptive and effective workplace habits, attitudes and choices. The ultimate goal is not merely to encourage job maintenance, but to foster in the new employee a feeling of personal power, desire and responsibility leading towards job satisfaction and ongoing career development. Customers include Job Center staff and partners, incumbent workers, newly hired workers and jobseekers. The benefits include tying business success to employee success, reduced turnover via investment in employee retention, new responses to today's workplace diversity, equipping employees for change in the workplace, developing employee qualities that complement skills, and higher performance excellence stemming from building employee sense of ownership.

Entrepreneurship Education Outreach Grants. Five communities received grants to aid low-income Job Center customers who are working to become self-employed. The grants help facilitate partnerships with local Job Centers and small business/micro enterprise services providers. Job Center customers can now get referrals to education and assistance programs in their communities. In addition to classroom training, Job Center customers receive one-to-one consultation, business planning assistance, legal assistance, assistance finding financing for the business as well as other services.

Customers are low-income persons (especially those with disabilities) from a number of programs including Vocational Rehabilitation and TANF. For many people with low-incomes, especially those with disabilities, a micro enterprise may be the best possible employment outcome. Grant recipients track the number of TANF participants as well as those who receive FSET or MA. Many vocational rehabilitation customers have been served by these partnerships. These programs have worked with over 300 eligible participants and resulted in fifteen new businesses, six of which have been started by persons that have a disability.

Career Development Facilitator/Resource Room Training. This training benefits Job Center and partner agency staff working in Job Center resource rooms or in related areas. Many individuals working in such areas have not received any training in working with customers and meeting their needs. Training covers such topics as technology needed in career resource rooms; career development-definitions and models; ethical/legal issues; applied helping skills; career and labor market information; assessment/appraisal skills; testing; assisting clients in the career decision-making process; disability issues; and serving the hard to employ.

Ten training sessions have been held for over 400 people, and there are requests for more training of this type or more advanced training. This training was free and has helped staff better serve the needs of the customers.

Childcare employer outreach grants were given to several ChildCare Resource and Referral Networks (CCR&Rs) throughout Wisconsin. These grants have helped Job Centers and CCR&Rs partner on outreach efforts to the private sector. In addition to outreach, the goal is to help employers conduct and analyze employee childcare needs assessments, and for the CCR&R to help the employer decide which child care supports would work best to help with attraction and retention issues.

The prime benefit is to help build connections between CCR&Rs, Job Centers, and employers. Additionally, the grants help employers understand what options are available for childcare investment in their employees (in addition to on-site childcare). Finally, the grants support employers with labor shortage issues and jobseekers with one of their most significant barriers to finding and retaining employment. The grants were recently issued; the results will be provided in the next annual report.

Universal Access to Electronic Job Listings. DWD has developed and deployed 25 workstations that utilize a variety of software and hardware to ensure access to JobNet for people with disabilities. The ergonomic workstations have screen reading capacity, voice recognition, zoom screen technology, mouse options, and many more features. Just recently software was added to the workstations that allow deaf job seekers to conduct a TTY call using the PC. This system provides mainstream access for people with disabilities to employment tools and strategies to increase employment options.

As a result of this program, Job Centers are now viewed as being accessible and the place for people with disabilities. As Job Centers strive towards universal access usage by people with disabilities will increase, therefore providing additional employment tools.

Mobility Managers Training is a tool to educate persons with little or no transportation background on the resources and tools of providing employment transportation information and referral to low income workers and jobseekers. DWD and Department of Transportation contracted with the University of Wisconsin - Milwaukee to develop the course curriculum and present ten 1½ day training sessions throughout the state.

Transportation is consistently ranked as one of the most significant barriers that jobseekers and workers face. The training helps to ensure that Job Center staff are fully aware of the transportation solutions available (which helps improve job development activities) and can share transportation related information to Job Center customers. The training has been consistently ranked high in evaluations. Some comments include: "All employer-related information provided to me will be of great help", "The presentations were excellent", "...very useful", "I realized there's a lot more I can do in the areas of coordination with work-related clients and factories".

WDA Organizational and Development Activities

The **Kenosha County Job Center** was recognized by the Rutgers University, John J. Heldrich Center for Workforce Development, as a model for development of One-Stop Systems.

The **Walworth County Job Center** developed a PowerPoint presentation used with area employers to give an overview of the entire range of services available at the Job Center. The purpose is to give an overview of what services the employers may want to use and give a point of contact to access the service. The presentation includes the traditional services for employers like JobNet listings and recruitment assistance at the center, and also highlights services of each of the individual Job Center partners.

Information also is presented on the various supports for workers that can be accessed at the Job Center. The program has been presented to individual and groups of employers. It also has been used by Forward Wisconsin staff during economic development visits with out of state companies who are considering moving to Walworth County.

Staff of partner agencies at the **Walworth County Job Center** spent the last year completing the Quality Management System, which helps to ensure the provision of high quality of services at the center. Staff developed processes through which services and programs are offered and participated in team meetings to ensure that the processes were accurate, encompassing and subsequently followed by staff responsible for them. Several staff were trained as internal auditors to monitor the system and work with staff to keep it up to date. A management review team of line workers from the partner agencies meets regularly to update, re-write or initiate new processes as programs and services are added or modified at the Center. The Quality Management System was audited by Kema-Registered Quality, Inc. and on April 4, 2001 received the Certificate of Registration to the ISO standard 9001:2000.

The **Southeastern Workforce Development Area** uses county-based, rather than an area design. This design has invigorated the individual boards because they truly have influence over the entire workforce development system within their county, not just WIA programming. This has resulted in major economic studies in both Racine and Kenosha Counties. These economic studies will give guidance to the WDB on relevant and coordinated workforce development activities.

Regional focus is provided through a contract with the University of Wisconsin–Parkside to be a single point of contact for sharing and connecting efforts between counties. For example, Racine County decided to do a Technology Infrastructure Study of the county and approached Parkside for funding. Technology infrastructure is a regional issue, so Parkside approached Kenosha and Walworth counties to create a three-county study. This arrangement also connects the WDB with the efforts of other grants. The three county-based board chairs meet regularly and bring in experts in workforce development topics for Tri-County WDB meetings to generate local ideas.

This design has resulted in a “big vision” focus for the Board, as it believes was the intent of the WIA legislation. Although WIA policy decisions are made, the emphasis of the WDB is on one coordinated workforce development effort, encompassing all funding sources, which is consistent with economic development directions specific to each county. The county-based design has accomplished that.

The **Racine County** Workforce Development Board set an extremely ambitious goal to develop of a Technology Development Center. Racine County is “manufacturing” as one-third of the County’s employment is in that sector, accounting for over 50% of the wages earned. During the past decade, manufacturing has experienced a significant reduction in employment in part due to the infusion of technology into manufacturing processes. While fewer workers are necessary, much more sophisticated skills are required of these workers. In addition, manufacturers themselves recognized that they needed help in identifying and incorporating technology in their processes to maintain competitive in the global marketplace. Most parents and students do not identify it as an occupation of choice, or as “high tech.” The Center envisioned was intended to address these concerns in a coordinated fashion.

Through the efforts of the WDB chair and the Racine County Executive, Johnson Wax and Racine County loaned people for initial planning purposes. Both Gateway Technical College and Johnson Wax provided their airplanes to visit other technology center efforts around the country. UW-Parkside conducted a technology-related survey of all manufacturing employers in Racine County. The Department of Commerce provided a \$600,000 planning grant, and the new state budget includes an additional \$200,000 for this initiative.

After the initial planning, a director was hired and an architect secured for site assessments, bonding issues are being worked on with various partners, and educational partners are developing a seamless system of instruction that is relevant to Racine County’s manufacturing employers. Although the center is not yet operational, the progress that has been made over the past year is a result of the focus the RCWDB provided the effort, by designating it as an objective. This provided the catalyst for all partners to seriously dedicate time and resources to achieving the objective.

The members of the **Waukesha-Ozaukee-Washington Workforce Development Board** and administrative staff created a five-year strategic plan, goals and key initiatives in July 2000. The plan established a vision and foundation for the implementation of WIA programs. The new organization was designed to ensure that the 31 members carry out their leadership and oversight roles with flexibility and sensitivity to local workforce conditions and dynamics.

The Selection and Oversight Committee provides quality oversight for center partners' performance through the review of customer satisfaction surveys, performance outcomes, and the selection of service providers. The Youth Council leads planning for youth services and recommends eligible providers of youth services. Council members provide oversight of youth services contracts and ensure coordination of youth initiatives. The Policy Board members are the chair and one supervisor from each of three county boards. Partnerships with local elected officials are essential for accomplishing mutual workforce goals.

The One-stop Centers in the W-O-W area were well established and functioning since 1995. The Workforce Development Board is the administrative entity for center operations. Cost allocations, dispute resolutions, partner responsibilities and functions had been determined to maximize the various funding sources of all partners prior to the enactment of WIA in 1998. An early initiative that was successfully integrated into center operations offers employers some customized services for a fee. A need for new products and services requested by area employers as well as a need to generate revenues to cover shared center expenses, led to the creation of customized, high quality services for employers such as specialized recruitment and business breakfasts.

WDA Success Stories

A woman laid off from a **Waukesha** area manufacturer signed up for a daily self-study course; a language program designed to help her reading and math. She had just turned 51 and was still without a job, so the course was essential. While completing the language course, she applied to several employers. She found work with an area employer.


An unemployed **Milwaukee** woman found eligible for WIA was referred to Enrichment Opportunities, Inc. This program provides a hands-on, nurturing environment to prepare individuals for the fast-paced corporate world. Individuals are groomed to present a professional appearance in the workplace. The curriculum helps people balance the demands of professional and personal life. Those who complete training are given placement assistance; or may continue training to obtain professional certifications in their area of interest.

Enrichment Opportunities, Inc. has developed relationships with industry contacts throughout the Greater **Milwaukee** area. The necessary introductions are made and practicing professionals are presented with the opportunity to meet and network with the individuals responsible for making the hiring decision. She learned to work with state-of-the-art computer applications. And honed professional presentation skills. After finding a part-time receptionist position, the woman was hired as another part time job with Enrichment Opportunities as Technology Facilitator/Teaching Assistant at EOI.


A recruiter for a **Milwaukee** area security firm had 32 full-time and part-time jobs to fill. The job description and other requirements are too much information to place in a newspaper ad. And in a tight labor market, he's competing with other companies for a limited number of qualified people. So how does he find workers? The effective way: Through the Milwaukee Job Center Network's (MJCN) successful job fairs and career expos.

"You (the MJCN) give us a chance to reach all of the people who come in," says the recruiter, who rates the MJCN job fairs at the top of the list of area job fairs. "I can end up with 75 names of people who are viable, potential employees. If I go to another job fair, I might get 10 or 15."

Potentially reaching hundreds or thousands of job seekers in one day has another great advantage for recruiters. "People who attend the job fair may not specifically be thinking about a job in security. This is my chance to reach those people. We can see them and stop them and talk to them. That helps." The company and the MJCN have built a strong partnership that helps both organizations reach their goals.

Job Ride is a state-funded transportation program which operates in the **Milwaukee** area. Businesses outside public transportation systems to find it a very useful tool to bring workers to the jobs. Here are some of their comments:

- "The JobRide program has enabled us to tap from the larger pool of workers that Milwaukee County offers."
- "With JobRide, we feel comfortable in expanding our recruitment efforts in the Milwaukee area."
- "The JobRide staff is very professional and easy to work with. They understand the importance of meeting schedules and they're flexible in emergency cases."
- "JobRide has helped us attract many excellent employees. Because they follow through with assistance in finding permanent transportation, we've been able to retain many good people."
- "JobRide is very flexible in meeting the needs of new employees. Knowing there is a way to get to work takes a lot of pressure off a new hire."
- "JobRide gives us access to a whole new recruitment market."

Employees, too, are pleased with the program:

- "I live in Milwaukee and I found a great job in Waukesha because JobRide got me to the interviews."
- "It really helps to know that you don't have to worry about transportation when you're looking for a new job."
- "Before the six month limit was up, JobRide and my employer helped me find affordable permanent transportation."
- "My child got sick one day when I was at work and JobRide helped me with a ride home."
- "If you told me I'd find a job in Racine, I'd say never. But I did, thanks to transportation from JobRide. They even helped me work with Family Services for a car loan before my six month ride limit was over."
- "There are lots of jobs out there, but the problem is how to get to them. JobRide got me started."

An older worker in **Walworth** County enrolled in the JTPA program at age 64. She had been a registered nurse for over 40 years. She had had 4 hip replacements and was unable to sit or stand for prolonged periods of time, so she was looking at other types of work. She was enrolled in the Title V program and was placed at a CBO doing clerical work. JTPA provided computer training to help her reenter the workforce in the clerical field.

Through career counseling with her case manager she continued with several other computer classes and hoped to do medical transcription from her home. Subsequently a job opportunity in her first love, nursing, came her way. WIA funded her for specialized training at a local hospital that enables her to care for critically ill children in their homes. In June, she left the program and became a self-employed provider for in-home care.

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A **Kenosha** man enrolled in the Dislocated Worker Program in January after being dislocated from a sales manager job. He has continued his studies in the welding program at Gateway Technical College through which his artistic abilities have been discovered. One of his recent projects is creation of a dinosaur, which will be displayed at the College.

⚡
A **Racine** County dislocated worker attended an informational meeting and began working with an employment consultant in November of 2000. In June he attended training to learn to drive trucks. He obtained his license and completed training in July. He was hired in July as a cement truck driver earning \$12 an hour with benefits.

⚡
In December 2000, a young man sought help was assigned to the **Milwaukee** HIRE center. He had many issues to address such as legal matters, child support and employment. He got help finding a job and began working later that month. The StartFresh Program, one of several programs available at the Center, helped him with the necessary items needed for work. The local JobRide also provided transportation. After the referral to Legal Action, the client was helped in taking the proper steps to get his driver's license. He is making child support payments, received a raise, purchased a vehicle, and is doing very well at work.

⚡
A student had a goal to graduate from **Milwaukee** High School of the Arts in June of 2000, which she accomplished. After graduation, she worked at one of the community-based agencies in a computer-related position to help brush up on IT skills learned in the local IT-2000 program. After the summer session program ended, she decided she needed more hours of work experience. The counselor found a job at a doctor's office doing data entry and scheduling appointments. She loves her work and is doing all the things that she has learned in the program.

⚡
A young **Milwaukee** man was enrolled in the Jobs for Wisconsin Graduates-pullout program in the fall of 2000 at North Division Virtual University High School. He had not passed his proficiency test entering his senior year. However, he was involved in the school band and enjoyed it a great deal. He also started attending the community learning center, an after school program. He studied hard and received tutoring which helped him pass the proficiency math test. Later in the spring semester, he received a band scholarship from Lincoln University. He was proud of this accomplishment. He successfully graduated from high school in June.

In August, three days before college freshman orientation, when his transportation to school fell through, the Private Industry Council bought him a bus ticket to Missouri. He remains in school.

A farm family in the **Southwest Wisconsin WDA** needed to make a change. While the man explored *Future Fields*, a program which helps disabled farmers stay on the farm or find other professions, the woman worked with the SWWWDA and took courses at the local technical college to become an office support specialist.

Being back at school brought about friendly competitions for grades with her high school and college-age children. She will complete her studies next year.

A dislocated worker in the **North Central Wisconsin WDA** attended a rapid response orientation session to learn about the many program and community resources that would be available to assist him and his co-workers. He had been involved in candle making and had been attempting to launch a small business in the candle making and craft markets, but lacked computer skills and the technical training on the operation of a small business. He was unaware of the many small business resources that would assist him in launching a small business and ensuring its success. Starting under JTPA, he was transferred to WIA in July 2000.

He enrolled in Career Decisions class Introduction to Computers classes at North Central Technical College (NTC) in Wausau. After the Careers class, he and his case manager discussed the outcomes of his career assessment and examined labor market information relating to small business start up. They developed an Individual Service Strategy and Employment Plan to follow to achieve his goal of operating his own business. He entered the Small Home Office program at NTC and began pursuing a full-time small business operation.

His training plan involved a combination of training at NTC and specialized pewter's training. He also took specialized classes that would enable him to design and work with pewter that would assist in expanding his business even further. He maintained high honors through his program and graduated on May 20, 2001.

He maximized his potential by using numerous small business resources in the community and attended the small business workshop offered at the Marathon County Job Center. The workshop used the expertise of SCORE, the Department of Commerce, Impact 7, the SBA, the Wausau Business Incubator and the Small Business Development Center - Stevens Point. It provided extensive information and "hands on" training provided by the experts.

He launched his company in June and has a fully operational web site. As his business grows, he will hire workers from the local labor market; a win-win situation for him and the community. The WIA Dislocated Worker Program offered a unique opportunity for him to grow a small business through assistance with tuition and books, counseling and mentoring through the WIA case manager system and information on community resources to assist aspiring entrepreneurs. Today, his business is steadily growing and providing a stable income. He has achieved not only his goal, but also his dream.

The WIA Dislocated Worker Program is an invaluable resource for workers who otherwise would not have the financial resources, information and guidance to be successfully re-employed and return to self sufficiency while remaining in our local labor market.

⌘
A WIA dislocated worker in **Kenosha** County enrolled in the program in November 2000 and registered at Gateway Technical College in the Health Unit Coordinator Program. She was dislocated as an assembler. She graduated in May and is currently employed at a local hospital and medical center as the Unit Secretary. She commented "I graduated from the Health Unit Coordinator program May 17th. Thank you so much for all the help. I really appreciate everything you did for me!"

⌘
A **Kenosha** dislocated worker enrolled in July of 2000 and registered at UW-Milwaukee in the Computer Science Program. He was dislocated as an engineer; he now works as a Software Engineer. He commented "I am grateful to the Dislocated Worker Program for the support that I received during a very stressful period when my job ended at the nuclear plant. I will graduate this December with a Master of Science in Computer Science."

⌘ **WDA Activities and Performance**

Funding for workforce development areas is determined by formula. The areas then review their needs and determine how funds are allocated among the three programs -- Adult, Youth and Dislocated Workers. Here are examples of how WDAs operated during the first year of WIA.

⌘
The largest challenge for the **Waukesha-Ozaukee-Washington** WDB was meeting the expectations of the federal legislation for local boards to provide the leadership without sufficient administrative funds. W-O-W's WIA allocation is the smallest of the eleven areas in the state. The distribution of the allocation across target groups was 26% for Adult services, 28% for Youth services and 46% for Dislocated Worker services

Several factors contribute to this first WIA program year's successful start-up:

- A management team at each of the Centers functions as the one-stop operator and uses consensus for all decisions.
- Case Management service providers selected to provide comprehensive case management and core services to adults, youth and dislocated workers. The agency selected in Waukesha County is the same agency providing case management for W-2, WtW and WAA participants.
- The creation of a Business Services Unit that provides services to employers while promoting all WIA participants who are skilled and ready for employment.
- Attention to the skills retraining needs of adults and dislocated workers so that funds for education and On the Job Training will have the greatest impact for increasing hourly wages. Of the total WIA allocation, 50% is used for training and retraining activities for participants.
- Coordination and collaboration with the Milwaukee Private Industry Council on area initiatives, especially matching job seekers to employers.

The area's economy changed during the program year. In mid-2000, the economy was robust with employers across all industries facing worker shortages. The economy has paled with many employers especially in manufacturing cutting production and workers. Labor shortages continue in the health care industry, and technical skills position vacancies are found across all industries. Plant closings and permanent layoffs in manufacturing resulted in large numbers of requests for WIA Dislocated Worker services. Funds were exhausted early in the program year. The Board relied on several awards of Special Response funding in order to fund some of the area's dislocated workers' retraining which led to employment at comparable wages.

The Board is securely established and well-positioned to respond timely and cautiously to economic conditions affecting the area's workforce and businesses. However, anticipated WIA allocations for future program years will limit the potential impact of the W-O-W Workforce Development Board's decisions.

The **West Central Wisconsin Workforce Development Board** selected and approved the distribution of resources identified and offered as part of the approved plan. As time passed the Board amended its distribution to reflect ongoing changes in the local area and programming requirements, resulting in additional resources available for work experience and supportive services.

The Youth contracts identified the specific services provided the various combinations of youth. Youth budgets also were identified relative to the needs of the population and the 30% Out-of-School expenditure requirement.

An analysis of actual results revealed that training services including allocated costs occupied larger amounts of training budgets than evidenced by the direct service budgets. However, the actual projected costs of services for Adults and Dislocated workers, when factoring in core and intensive services, resulted in larger amounts of allocated resources targeted to these areas. The single largest expenditure of direct service costs was Individual Training Accounts for both Adult and Dislocated Workers populations. The largest single expenditure by program area was summer employment.

The **Southwest Wisconsin Workforce Development Board** entered the first year of WIA with great expectations and apprehensions. During the planning stages, it tried to focus attention to the skill training area where participants could to reach some of the mandated performance standards, earn a higher wage at placement and climb the ladder of mobility in order to ease transportation and care child costs.

For the six county area, the program mix of services and eligibility included the following: for core and intensive services, an average cost of \$926 per participant for adults, older youth and dislocated workers, totaling 58% of the allocation. For training for all three service levels, the average costs were \$1803 and entry into unsubsidized employment at an average 84.2% for all three programs with 39% of the funds allocated for training. Three percent of the allocation was reserved for support services. All applicants were eligible for the core service level. To be referred to the intensive level of services, participants had to be TANF eligible. Training eligibility was 70% of Lower Living Standard Income Level.

The younger youth program changed focus from JTPA to a year-round program with 10 core program activity elements available to in-school youth. The program served 23 school districts in the 6 counties with a cost per participant of \$1313, with 50% of the costs going to student wages.

Preliminary reports indicate that the program mix of services met expected WIA performance outcomes. In addition to planning the service mix to meet those measures, SWWDB planned six goals as the vehicle for moving the workforce development system towards the vision of a system that supports community growth, worker success and business prosperity. They are: Develop Partnerships, Increase Customer Awareness, Promote Staff Development, Respond to Labor Market Needs, Improve Service Delivery, and Improve Workforce Readiness

In the PY 2000 WIA Plan, the **North Central Wisconsin WDB** allocated the Adult funding as follows: Core - 20%, Intensive - 40% and Training - 40%. Uncertainties surrounding implementing the first year of the new WIA, at both the WDB level and the One-Stop Operator level, contributed substantially to an under-expenditure by 36%.

Adult program operations are subcontracted to five One-Stop Operator Consortia, each with at least three WIA required partner agencies and programs. The WDB suspects several closely connected reasons contributed to not meeting the Adult earnings gain standard. The performance levels were negotiated nationally using PY 97 JTPA performance as a baseline. That was substantially higher than the Wisconsin statewide average. The history of achieving large wage gains under JTPA contributed to a higher WIA wage gain goal than other areas. While the wage gain did not meet the goal, it was still substantially higher than the statewide wage gain and the third-highest pre-to-post program wage gain among the eleven WDAs. The Board plans to continue its human capital investment strategy with the reasonable expectation it will lead to long-term success.

Dislocated worker funds were allocated as follows: Core - 15%, Intensive - 35%, Training - 50%. Dislocated Worker program operations are subcontracted to the AFL-CIO Labor Education Training Center. In addition to local formula and Governor's Special Response funds, its Consolidated Grant from the State includes monies from five other WDAs plus funds for statewide Rapid Response activities. Expenditures for each activity came within plus or minus 10% of plan. Half of funds went for training because many displaced workers were from some of the higher-paid jobs in the area. They need additional training to find new jobs paying nearly as much as their prior jobs. The area exceeded performance goals for entered employment and wage replacement rates despite job losses at some of its highest paying employers such as the paper industry and a large insurance company.

About 74% of the Youth allocation was expended. Uncertainty surrounding implementing the first year of WIA, both for the WDB and the five youth service providers, contributed substantially to the under-expenditure. The estimate of "front-end" costs (e.g., intake, assessment and case management) versus the direct service costs is derived from subgrant budgets and anecdotal information. For the year, it seems that front-end costs have been very heavy. The youth service providers struggled with the new G*STARS" reporting system and the eligibility requirements; some report large efforts but little success in outreach to enroll out-of-school youth.

An estimated 25% to 50% of expenditures went toward front-end costs. Work experience is the most common WIA-paid element; those with educational connections are more commonly funded through others, usually the K-12 school systems.

The **Fox Valley Workforce Development Board** found that providing core and intensive services for adults and dislocated workers consumed a large portion of the budgets to support not only WIA participants but also the Job/Workforce Development Center system as a whole. An unanticipated large number of resources were expended trying to outreach and enroll out-of-school youth while at the same time turning away (referring to other resources) in-school youth. The largest portion of that budget continues to support summer activities.

Cost Effectiveness

It has proven difficult to assess the cost effectiveness of program activities. The most important assessment is that all 11 Workforce Development Areas met or exceeded the vast majority of their performance measures. The most frequent unmet standard is earnings change/earnings replacement in six months. This measure is understandable for Wisconsin as a state, since it is one of the lower wage states for the region and beyond. And as many of our employment losses are in well-paying manufacturing jobs, this will continue to be an issue for years to come.

Workforce Development Areas allocate their funds based on their assessment of community needs. This must be balanced with the need to meet performance standards. The data and experience of the first year of WIA will help them improve their planning and allocation processes for future years.

Research & Assessment

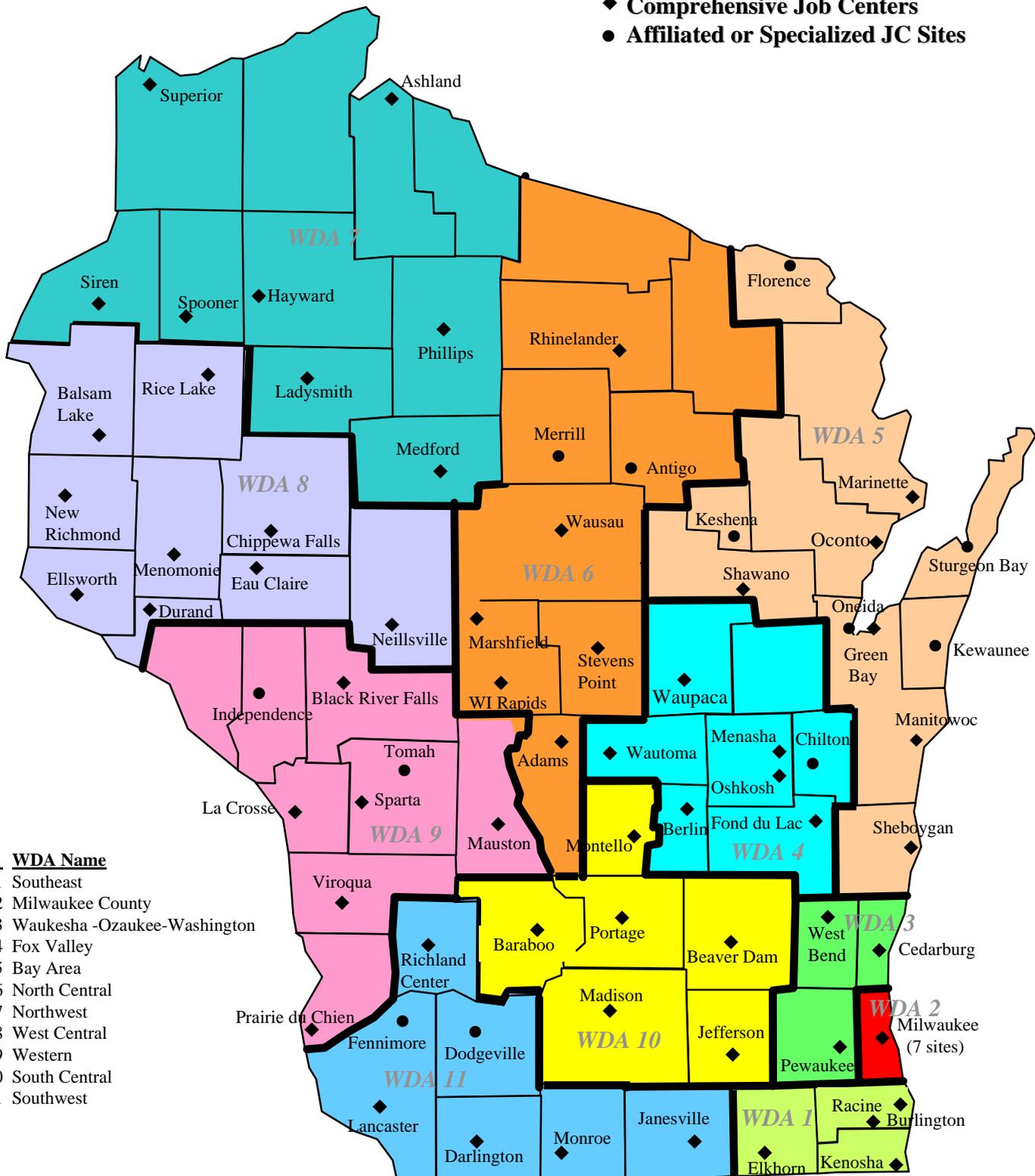
Beginning in November of 2000, the Department began an administrative and managerial assessment of its key service delivery strategy. Wisconsin's workforce development system focuses on the direct delivery of universal services at 78 "locally owned and operated" Job Centers across the state. These centers are in various stages of growth and development, with some created over 10 years ago and others more recently formed. Because this system was in place pre-WIA, we believed that conducting this comprehensive review of the existing system would provide a better focus for statewide continuous improvement strategies and projects.

The assessment focuses on the nature and depth of collaboration and service integration at the point of local service delivery. This includes assessing the health of the strategic partnerships formed at the local level to insure ongoing commitment of the mandated partners to collaboration and service integration. The analysis includes the dynamics that may be fostering or retarding development of collaboration in the Job Center network.

The assessment process required the assessor, a former Local Elected Official, to perform site visits at each of the 78 centers in Wisconsin. Interviews were conducted with over 500 randomly selected customers at the centers. The number of customers interviewed in each center was based on the number of users of the Wisconsin JobNet system from each center.

ONE-STOP COMPREHENSIVE AND OTHER JOB CENTERS IN WISCONSIN'S 11 WORKFORCE DEVELOPMENT AREAS

- ◆ Comprehensive Job Centers
- Affiliated or Specialized JC Sites



- # **WDA Name**
- 1 Southeast
 - 2 Milwaukee County
 - 3 Waukesha -Ozaukee-Washington
 - 4 Fox Valley
 - 5 Bay Area
 - 6 North Central
 - 7 Northwest
 - 8 West Central
 - 9 Western
 - 10 South Central
 - 11 Southwest

WIA Financial Statement

Operating Results Through June 30, 2001	<u>Available</u>	Expenditure		Balance
		<u>Amount</u>	<u>Percent</u>	<u>Remaining</u>
WIA Total	30,506,819	21,671,583	71%	8,835,236
Carry In Total	3,205,405	1,385,827	43%	1,819,578
Total All Fund Sources	33,712,224	23,057,410	68%	10,654,814
Adult Program Funds	7,165,442	4,597,309	64%	2,568,133
Carry in Monies (no add)	1,568,959	448,506	29%	1,120,453
Dislocated Worker Program Funds	6,213,768	5,391,697	87%	822,071
Carry in Monies (no add)	535,576	187,203	35%	348,373
Youth Program Funds	7,369,437	5,518,939	75%	1,850,498
Carry in Monies (no add)	523,521	453,312	87%	70,209
Out-of-School Youth *	30% 2,210,831	1,469,105	66%	741,726
In-School Youth *	70% 5,158,606	4,049,835	79%	1,108,771
Summer Employment Opportunities*		1,408,436		
Local Administration Funds	2,305,405	1,889,273	82%	416,132
Carry in Monies (no add)				
Rapid Response Funds	2,876,746	2,435,662	85%	441,084
Carry in Monies (no add)				
Statewide Activity Funds	4,576,021	1,838,703	40%	2,737,318
Carry in Monies (no add)	577,349	296,806	51%	280,543

* Not included in Total Expenditure amount.

Performance Measures

In January, 2001, the Division of Workforce Solutions (DWS) purchased a new data collection and reporting system, Government Services Tracking and Reporting System (G*STARS), that could meet the information needs of the WIASRD. The system required a significant amount of customization not only to meet the rigors of WIA performance reporting, but also to convert legacy JTPA data which was needed for many of the outcome based measures.

In spite of incompatibilities between legacy JTPA and WIA data, as well as the usual assortment of programming bugs that accompany any new software, we are pleased to report that Wisconsin met or exceeded all 17 of the core performance measures. This is a significant achievement given the challenges we have faced.

While the state as a whole meets or exceeds the negotiated performance goals, WDB performance levels show that many of the WDBs are having difficulty meeting the Adult and Older Youth Earnings measures. We believe this is the result of relatively high negotiated levels at a time when both the state and local economy was beginning to weaken. The Credential Attainment for Older Youth measure is another measure causing problems for WDBs. Since JTPA did not collect this information, and the PY00 performance results are based primarily on JTPA results, we believe this is the reason why WDB performance has been below the negotiated levels.

In PY01, we plan to offer technical assistance to the WDBs to aid them in the following tasks:

- Explore the reasons for areas of lower performance and ways to improve on the data.
- Promote and support efforts to continuously improve in all performance areas including those measures which we exceed.

The Department was unable to establish the process for collecting customer satisfaction data that is statistically valid by Workforce Development Area. Therefore, the "actual performance level" data for customer satisfaction is not available. Efforts are underway to implement the necessary systems. Other data the department collects is based on usage of its Job Centers by both employers and job seekers, but as it is not limited to WIA, it should not be used here.

II. Table Section

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Customers Surveyed	Number of Customers Eligible for the Survey
Program Participants	66	67.66	522	3651
Employers	66	67.94	445	1800

Table B - Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	71	80.2206	1018 1269
Employment Retention Rate	78	82.6216	832 1007
Earnings Change in 6	3700	3010.6	3031670 1007
Employment & Credential Rate	60	51.4041	659 1282

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services	Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment	78.1931	251 321	76.1364	67 88	75.2033	185 246	75.1724 109 145
Employment Retention Rate	78.2609	198 253	77.1429	54 70	80.6452	150 186	79.4393 85 107
Earnings Change in 6	2842.49	719149 253	2493.29	174530 70	3030.39	563653 186	166902 1559.83 107
Employment & Credential Rate	54.5994	184 337	30.8511	29 94	45.2756	115 254	32.3741 45 139

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core & Intensive Services	
Entered Employment	80.2206	1018 1269	0 0
Employment Retention Rate	82.6216	832 1007	0 0
Earnings Change in 6	3010.6	3031670 1007	0 0
Employment & Credential Rate	51.4041	659 1282	0 0

Table E - Dislocated Worker Program Results At-A-Glance

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment	77	88.3659	2985 3378
Employment Retention Rate	85	91.4587	2345 2564
Earnings Replacement at	92	87.85	2910339 3312882
Employment & Credential Rate	60	59.1908	1858 3139

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment	83.6645	379 453	84.585	214 253	84.1226	302 359	100	39 39
Employment Retention Rate	89.7661	307 342	90.7216	176 194	87.9845	227 258	97.2973	36 37
Earnings Replacement at	83.58	4498280 5382200	99.66	1829527 1835732	73.26	2769242 3779882	106.19	336007 316406
Employment & Credential Rate	50.463	218 432	58.4362	142 243	56.0241	186 332	71.0526	27 38

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core & Intensive Services	
Entered Employment	88.3659	2985 3378	0 0
Employment Retention Rate	91.4587	2345 2564	0 0
Earnings Replacement at	90.56	31047852 34283788	0 0
Employment & Credential Rate	59.1908	1858 3139	0 0

Table H - Older Youth Results At-A-Glance

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	63	75.0916	205
			273
Employment Retention Rate	77	84.3049	188
			223
Earnings Change at Six Months	3150	2929.76	650406
			222
Employment & Credential Rate	50	70.6452	219
			310

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	77.6119	52 67	0	0	63.7931	37 58	80.4167
Employment Retention Rate	86.4407	51 59	0	0	87.234	41 47	83.6449	179 214
Earnings Change at Six Months	2139.47	126229 59	0	0	2848.72	131041 46	2833.15	603461 213
Employment & Credential Rate	76.3158	58 76	0	0	73.9726	54 73	70.4797	191 271

Table J - Younger Youth Results At-A-Glance

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	72	91.9409	1928
			2097
Diploma or Equivalent	55	77.4272	319
			412
Retention Rate	54	66.7969	855
			1280

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients	Individuals With Disabilities	Out-of-School Youth	
Skill Attainment Rate	90.1304	484	718	1816
		537	91.8159	782
Diploma or Equivalent	80.3279	49	124	278
		61	80	155
Retention Rate	67.6923	220	188	350
		325	63.5135	296

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Month Earnings Change (Adult & Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
		Num Denom		Num Denom		Num Denom		Num Denom		Num Denom
Adults					7.5358	100 1327	3257.48	2566892 788	51.7709	687 1327
Dislocated Workers					6.2204	210 3376	6022.95	11967605 1987	45.7938	1546 3376
Older Youth					5.8065	18 310	2574.7	419676 163	47.4194	147 310

Table M - Participation Levels

	Total Participants Served	Total Exiters
Adults	5103	1327
Dislocated Workers	7555	1651
Older Youth	3022	181
Younger Youth	762	492

Table N - Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$4,597,309
Local Dislocated Workers		\$5,391,697
Local Youth		\$5,518,939
Rapid Response		\$1,068,198
Statewide Required Activities		\$320,154
Statewide Allowable Activities	Senior Managers Technical Assistance Fund to provide specialized training, technical assistance and capacity building to WDA Directors and/or their designees.	\$0
	Provide technical assistance to the DWS in local program monitoring, strategic planning guidelines for WDBs, capacity building, enhance and improve communications methods & practices between state and local partners, and develop linkages between the WDBs	\$35,000
	Special Response Grant Application to address 5 dislocations in the Western WI Workforce Development Area.	\$112,022
	Educate local elected officials regarding their roles & responsibilities under the Workforce Investment Act.	\$0
	Special Response Grant Application to address to provide retraining for dislocated workers in the Bay Area Workforce Development Area	\$64,607
	Special Response Grant to the Southeastern WI Workforce Development Board to provide services to dislocated workers in Racine County.	\$127,187
	Special Response Grant to the Waukesha-Ozaukee-Washington Workforce Development Area to provide start up services to five businesses affected by plant closings.	\$0
	Total of All Federal Spending Listed Above	\$16,896,297

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name Southeastern WI WDB (WDA #1)	Total Participants Served	Adults	254
		Dislocated Workers	562
		Older Youth	78
		Younger Youth	320
ETA Assigned #55030	Total Exiters	Adults	98
		Dislocated Workers	95
		Older Youth	41
		Younger Youth	102
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	72.16	72.5352
	Dislocated Workers	75.54	86.1818
	Older Youth	61.97	69.2308
Retention Rate	Adults	78.66	83.9623
	Dislocated Workers	80.8	92.8251
	Older Youth	77.58	74.2857
	Younger Youth	54	54.3689
Earnings Change/Earnings Replacement in Six Months	Adults	3172.38	3434.4
	Dislocated Workers	93.96	87.85
	Older Youth	2262.64	2647.34
Credential/Diploma Rate	Adults	60	48.2993
	Dislocated Workers	60	54.6154
	Older Youth	50	75.9259
	Younger Youth	55	69.1358
Skill Attainment Rate	Younger Youth	72	97.3451
Description of Other State Indicators of Performance (WIA s. 136(d)(1)(Insert additional rows if there are more than two "Other State Indicators of Performance")			
*data not available			
Overall Status of Local Performance		Not Met	Met
		0	4
			Exceeded
			11

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name Milwaukee PIC (WDA #2)	Total Participants Served	Adults	2308
		Dislocated Workers	1913
		Older Youth	79
		Younger Youth	951
ETA Assigned # 55015	Total Exiters	Adults	522
		Dislocated Workers	197
		Older Youth	41
		Younger Youth	104
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	68.59	81.1258
	Dislocated Workers	78.09	93.0451
	Older Youth	55.61	72.3077
Retention Rate	Adults	74.02	80.2691
	Dislocated Workers	86.19	91.5367
	Older Youth	76.71	88.6792
	Younger Youth	54	66.9206
Earnings Change/Earnings Replacement in Six Months	Adults	3447.66	2282.49
	Dislocated Workers	93.96	93.13
	Older Youth	2975.88	1902.47
Credential/Diploma Rate	Adults	60	55.6701
	Dislocated Workers	60	62.5
	Older Youth	50	80.2817
	Younger Youth	55	98.9899
Skill Attainment Rate	Younger Youth	72	90.82
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance		Not Met	Met
		2	2
		Exceeded	11

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name WOW, Inc (WDA #3)	Total Participants Served	Adults	151
		Dislocated Workers	259
		Older Youth	56
		Younger Youth	101
ETA Assigned #55045	Total Exiters	Adults	77
		Dislocated Workers	130
		Older Youth	19
		Younger Youth	15
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	85.49	90.4762
	Dislocated Workers	83.84	89.7297
	Older Youth	75.81	83.3333
Retention Rate	Adults	87.94	85.4545
	Dislocated Workers	87.19	95.4839
	Older Youth	78.85	87.5
	Younger Youth	54	72.4138
Earnings Change/Earnings Replacement in Six Months	Adults	5023.82	2161.25
	Dislocated Workers	95.23	90.84
	Older Youth	4041.09	1646.25
Credential/Diploma Rate	Adults	60	51.6667
	Dislocated Workers	60	56.3218
	Older Youth	50	79.3103
	Younger Youth	55	0
Skill Attainment Rate	Younger Youth	72	100
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance		Not Met	Met
		3	4
			8

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name Fox Valley WDB (WDA #4)	Total Participants Served	Adults	239	
		Dislocated Workers	478	
		Older Youth	39	
		Younger Youth	165	
ETA Assigned #55090	Total Exiters	Adults	71	
		Dislocated Workers	189	
		Older Youth	2	
		Younger Youth	19	
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level	
	Program Participants	68	*	
	Employers	66	*	
Entered Employment Rate	Adults	70.23	83.3333	
	Dislocated Workers	83.2	93.4673	
	Older Youth	66.87	100	
Retention Rate	Adults	81.12	85.2941	
	Dislocated Workers	91.2	94.7368	
	Older Youth	69.5	100	
	Younger Youth	54	58.8235	
Earnings Change/Earnings Replacement in Six Months	Adults	4501.94	3102.01	
	Dislocated Workers	85.34	95.54	
	Older Youth	2483.31	3659.63	
Credential/Diploma Rate	Adults	60	29.0698	
	Dislocated Workers	59.02	58.8235	
	Older Youth	50	77.7778	
	Younger Youth	55	37.5	
Skill Attainment Rate	Younger Youth	72	97.351	
136(d)(1)(Insert additional rows if there are more than two "Other				
*data not available				
Overall Status of Local Performance		Not Met	Met	Exceeded
		3	1	11

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name Bay Area WDA (WDA #5)	Total Participants Served	Adults	603
		Dislocated Workers	1172
		Older Youth	135
		Younger Youth	361
ETA Assigned #55095	Total Exiters	Adults	145
		Dislocated Workers	290
		Older Youth	18
		Younger Youth	27
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	73.22	81.0811
	Dislocated Workers	79.74	88.2591
	Older Youth	68.76	78.5714
Retention Rate	Adults	82.35	82.0225
	Dislocated Workers	84.18	89.2583
	Older Youth	74.66	84.6154
	Younger Youth	54	80.4878
Earnings Change/Earnings Replacement in Six Months	Adults	3886.39	3517.37
	Dislocated Workers	91.22	79.49
	Older Youth	3365.09	4081.92
Credential/Diploma Rate	Adults	60	59.2593
	Dislocated Workers	60	57.9176
	Older Youth	50	52.9412
	Younger Youth	55	60
Skill Attainment Rate	Younger Youth	72	70.8995
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance		Not Met	Met
		0	6
			9

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name North Central WDB (WDA #6)	Total Participants Served	Adults	161
		Dislocated Workers	400
		Older Youth	62
		Younger Youth	220
ETA Assigned #55100	Total Exiters	Adults	25
		Dislocated Workers	93
		Older Youth	8
		Younger Youth	12
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	74.86	86.7647
	Dislocated Workers	79.92	89.0756
	Older Youth	66.87	52.9412
Retention Rate	Adults	76.86	83.3333
	Dislocated Workers	86	94.8276
	Older Youth	69.5	91.6667
	Younger Youth	54	63.3333
Earnings Change/Earnings Replacement in Six Months	Adults	5266.6	3665.2
	Dislocated Workers	90.43	95.45
	Older Youth	5361.42	3393.92
Credential/Diploma Rate	Adults	60	64.2857
	Dislocated Workers	60	55.3191
	Older Youth	50	71.4286
	Younger Youth	55	27.2727
Skill Attainment Rate	Younger Youth	72	90.9091
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance		Not Met	Met
		4	1
		Exceeded	10

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name Northwest CEP (WDA #7)	Total Participants Served	Adults	240
		Dislocated Workers	174
		Older Youth	68
		Younger Youth	282
ETA Assigned #55040	Total Exiters	Adults	89
		Dislocated Workers	59
		Older Youth	25
		Younger Youth	81
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	64.91	73.4266
	Dislocated Workers	72.62	78.2258
	Older Youth	61.37	85.1852
Retention Rate	Adults	81.5	75.8621
	Dislocated Workers	81.35	80.6818
	Older Youth	79.43	72.4138
	Younger Youth	54	64.5161
Earnings Change/Earnings Replacement in Six Months	Adults	3356.86	2029.81
	Dislocated Workers	82.11	77.02
	Older Youth	2629.5	2866.9
Credential/Diploma Rate	Adults	60	50
	Dislocated Workers	60	41.1765
	Older Youth	50	69.4444
	Younger Youth	55	82.0513
Skill Attainment Rate	Younger Youth	72	95.4248
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance		Not Met	Met
		2	5
		Exceeded	8

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name West Central WDB, Inc. WDA #8)	Total Participants Served	Adults	488
		Dislocated Workers	655
		Older Youth	78
		Younger Youth	169
ETA Assigned #55065	Total Exiters	Adults	117
		Dislocated Workers	255
		Older Youth	14
		Younger Youth	46
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	65.01	84.2593
	Dislocated Workers	78.82	90.3226
	Older Youth	71.59	68.75
Retention Rate	Adults	76.3	83.1325
	Dislocated Workers	80.9	90.1288
	Older Youth	73.88	80
	Younger Youth	54	83.3333
Earnings Change/Earnings Replacement in Six Months	Adults	3749.7	3846.63
	Dislocated Workers	93.96	103.65
	Older Youth	2494.49	4349.4
Credential/Diploma Rate	Adults	60	60.9524
	Dislocated Workers	60	80.0725
	Older Youth	50	77.7778
	Younger Youth	55	73.8095
Skill Attainment Rate	Younger Youth	72	100
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance		Not Met	Met
		0	1
		Exceeded	14

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name Western WI WDB, Inc. (WDA #9)	Total Participants Served	Adults	154
		Dislocated Workers	565
		Older Youth	39
		Younger Youth	122
ETA Assigned #55085	Total Exiters	Adults	29
		Dislocated Workers	64
		Older Youth	3
		Younger Youth	10
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	78.34	79.0698
	Dislocated Workers	71.53	89.5782
	Older Youth	64.46	87.5
Retention Rate	Adults	84.34	85.7143
	Dislocated Workers	88.83	92.9032
	Older Youth	81.09	100
	Younger Youth	54	100
Earnings Change/Earnings Replacement in Six Months	Adults	5805.68	4540.03
	Dislocated Workers	92	79.16
	Older Youth	5245.94	5880.25
Credential/Diploma Rate	Adults	60	77.7778
	Dislocated Workers	60	58.2902
	Older Youth	50	77.7778
	Younger Youth	55	100
Skill Attainment Rate	Younger Youth	72	99.0566
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	2	12

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name South Central WDB (WDA #10)	Total Participants Served	Adults	266
		Dislocated Workers	862
		Older Youth	33
		Younger Youth	149
ETA Assigned #55105	Total Exiters	Adults	38
		Dislocated Workers	190
		Older Youth	0
		Younger Youth	10
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	80.18	74.5763
	Dislocated Workers	79.65	85.2691
	Older Youth	61.37	100
Retention Rate	Adults	83.96	84.6154
	Dislocated Workers	88.28	91.7563
	Older Youth	86.54	100
	Younger Youth	54	100
Earnings Change/Earnings Replacement in Six Months	Adults	6128.75	3085.6
	Dislocated Workers	93.86	99.99
	Older Youth	5092.33	4088.67
Credential/Diploma Rate	Adults	60	59.4203
	Dislocated Workers	60	58.046
	Older Youth	50	62.5
	Younger Youth	55	100
Skill Attainment Rate	Younger Youth	72	100
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance		Not Met	Met
		1	4
		10	

Table O - Local Performance (Include This Chart for Each Local Area in the State)

Local Area Name Southwestern WDB, Inc. (WDA #11)	Total Participants Served	Adults	242
		Dislocated Workers	555
		Older Youth	95
		Younger Youth	184
ETA Assigned #55110	Total Exiters	Adults	116
		Dislocated Workers	90
		Older Youth	42
		Younger Youth	66
Customer Satisfaction		Negotiated Performance Level	Actual Performance Level
	Program Participants	68	*
	Employers	66	*
Entered Employment Rate	Adults	79.4	82.3529
	Dislocated Workers	74.54	79.5367
	Older Youth	63.95	80.5556
Retention Rate	Adults	76.67	86.7769
	Dislocated Workers	75.15	88.3436
	Older Youth	74.57	84
	Younger Youth	54	57.1429
Earnings Change/Earnings Replacement in Six Months	Adults	2738.44	3393.13
	Dislocated Workers	93.96	136.41
	Older Youth	2377.17	4008.52
Credential/Diploma Rate	Adults	60	29.1667
	Dislocated Workers	60	53.5433
	Older Youth	50	42.1053
	Younger Youth	55	88.0952
Skill Attainment Rate	Younger Youth	72	93.4211
Description of Other State Indicators of Performance (WIA s.			
*data not available			
Overall Status of Local Performance		Not Met	Met
		1	2
		Exceeded	12